ARIZONA DEPARTMENT OF HEALTH

SERVICES DIVISION OF BEHAVIORAL HEALTH
CULTURAL COMPETENCE
ORGANIZATIONAL ASSESSMENT
PROTOCOL

Arizona Department of Health Services
Division of Behavioral Health
Cultural Competence Organizational Assessment Protocol

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Arizona Department of Health Services Cultural Competence Organizational Assessment Protocol

Introduction

Purpose

Arizona seeks to address disparities in healthcare among underserved groups who may not receive the culturally relevant and linguistically appropriate care they need.

This assessment is designed specifically for behavioral health organizations to assess their cultural competence, ensuring the promotion of quality services to diverse groups. It is the first step in the process of continuous quality improvement.

 By conducting a cultural competence Organizational Assessment, you will be able to:

> **Definition:** Cultural Competence is the awareness and capability of an organization at all levels to value diversity in the delivery of care to all populations served. It is the willingness to integrate cultural attitudes, beliefs, and practices into administrative policies as well as diagnostic and treatment methods.
>
> Cultural Competence is also the continued promotion of staff diversity as well as skills and training to ensure that services are culturally appropriate.

- Identify your organization's understanding of the ethnic and cultural composition of its consumer and employee populations;
- Identify the unique attributes of a given cultural group to ensure access, appropriate treatment and effective communication between providers, and consumers;
- Reveal opportunities for your organization to make itself more accessible to diverse populations, thereby enhancing its marketing capabilities as well as strengthening its ties to the community;
- Ensure that administrative policies and practices, as well as clinical skills and practices are responsive to the culture and diversity within the populations served; and,
- Show to the community that your organization values diversity and desires to increase its cultural competence.

 The organizational assessment protocol intents to serve as an internal assessment tool to help your organization evaluate where it ranks within a "spectrum of cultural competence." It is an opportunity to see how your organization is meeting the needs of diverse populations; both consumers and those in your organization or agency. The results of this Organizational Assessment will help your organization gain a broad perspective of its policies, programs, and procedures relevant to ethnic and cultural concerns. The findings will suggest actions your organization will need to take to improve its cultural competence.

HOW TO CONDUCT THE ORGANIZATIONAL ASSESSMENT PROTOCOL

A. *Create an assessment team of stakeholders*

The organizational assessment should be led by a small committee (assessment team) of management level staff that represents, or has access to, key functions or departments.

The assessment team should be comprised of individuals who can access and interpret data addressing the composition of the consumer, provider and staff population.

Team members may come from administrative departments such as finance, utilization management, consumer services, human resources, information systems, community services, clinical services provider services, health education, quality management, marketing, claims or other administrative departments. Additionally, there should be individuals whose jobs are directly concerned with ethnic/cultural issues (i.e. cultural and linguistic specialists, diversity coordinators, translators/interpreters, social workers, and community relations). (Different clinical disciplines should also be represented including: physicians, nurses, and clinical liaisons.) The team may benefit by inviting consumers or representatives of your community. The team itself should also reflect ethnic/cultural diversity.

A typical assessment team consists of 6 or 7 individuals plus the team leader and team coordinator.

B. *Select an assessment team leader*

Deciding who serves as leader of the assessment team is an important decision. The leader should be an individual, who is well-positioned within the organization; who has access to people at all levels and information from all sources. The leader must be credible, respected, and generally regarded as sensitive to diversity issues. Equally important is the explicit support for this initiative from the Chief Executive Officer (CEO)/Director, and other prominent leaders. They can demonstrate such support through written and verbal communication, as well as by devoting time and other resources needed to conduct the assessment.

STEPS IN THE ORGANIZATIONAL ASSESSMENT PROTOCOL PROCESS

There are generally five steps in the Organizational Assessment. However, Organizations will vary the time spent or depth of inquiry at various stages of the process.

Step 1 *Organization*
   a. The CEO/Director appoints the team leader and assessment team.
   b. CEO /Director and other organizational leaders affirm the assessment team's charter.
   c. The assessment team develops a timeline for the entire project.
   d. The team leader assigns sections of the organizational assessment to the assessment team members

Step 2 *Completing the Questionnaire*
   a. Assessment Team members determine who is best able to complete each section of the questionnaire and take responsibility for its completion.
   b. Assessment team members discuss what supplementary materials may support the information provided in the questionnaire (e.g. consumer information pamphlets) and take responsibility for obtaining them. Phone and email can be used to exchange documents and information.

Step 3 *Interviews*
   a. The assessment team reviews and discusses findings from the questionnaire. Based on those results, the assessment team determines what individual or group interviews should be conducted to further explored issues identified in the questionnaire or to clarify areas that are ambiguous.
   b. Members of the assessment team decide who will complete each of the interviews.

Step 4 *Evaluation of Results*
   a. The assessment team reviews the data from the questionnaire and the interviews.
   b. Drawing on the data and analyses, following the scoring instructions (Appendix X) the assessment team decides where the organization ranks along the "spectrum of cultural competence."

Step 5 *Reports and Action*
   a. Depending on the charge given the team in Step 1, the assessment team discusses findings with multiple audiences. These findings are required in a written report to the CEO/Director, assessment team and select staff members.
   b. In addition to an assessment of overall cultural competence, the report should include a work plan with specific findings, recommendations and conclusions for actions to be taken and incorporated into the existing cultural competency plan. Those accountable for taking these actions will be identified in the cultural plan.

HOW LONG DOES
THE ORGANIZATIONAL ASSESSMENT PROTOCOL TAKE?

Depending on the availability of data and the complexity of the organization, the entire Organizational – Assessment can be completed in eight to twelve. Completing the questionnaire and conducting the interviews can be simultaneous if desired.

THE INTERVIEWS

There is no magic number of interviews, but individuals from each of the following groups should contribute:

Board of Trustees	Community Relations Staff	Crisis Care Staff
Administration	Public Relations Staff	Case Mangers
Community Leaders	Consumer Advocates	Clinicians/Clinical Liaison
Consumers	Psychologists	Diversity Trainers
Translators/Interpreters	Substance Abuse Counselors	Maintenance/Housekeeping Staff
Nurses		Support Staff
Physicians		

OBTAINING INFORMATION

Before the process begins interviews are scheduled, the CEO/Director should issue an affirmation and general announcement about the Organizational Assessment, its purpose, and what the organization will do with the results. Members of the committee should contact the interviewees, emphasize that *information obtained is confidential* and that *results will be shared only in aggregate form.* The interview will generally last 15 to 45 minutes, and participants should be encouraged to bring along relevant data, materials, etc. Invite them to show you materials such as patient information pamphlets, translated newsletters, etc.

In general, the interviews should elicit information about those policies and practices that impact ethnic/cultural competence. Information should identify both support and barriers to ethnic/cultural competence. Additionally, information provides the opportunity to learn about individuals' opinions and attitudes about this subject and to explore related areas that may not be covered in the questionnaire. Interview questions are suggested on page 40. You will want to add or delete some based on your particular findings and interests.

HOW THE QUESTIONNAIRE IS ORGANIZED

The questionnaire is divided into three sections, each with distinct features:

Questions in Section 1 relate to the ethnic/cultural characteristics of the staff and organization. There are two sub-sections covering the following: (a) organizational profile (board, staff, and consumer/community profiles); and (b) behavioral health organizational recognition of diversity needs.

Questions in Section 2 relate to behavioral health organizational approaches to accommodate diversity needs and attributes. There are two sub-sections covering the following areas: (a) cultural competence and diversity training; (b) human resource programs.

Questions in Section 3 are dedicated to behavioral health organizational links to the communities you serve, as well as consumer and staff diversity initiatives. This section is divided into five parts: (a) behavioral health organizational links to diverse communities; (b) organizational adaptation to diversity; (c) database systems and data development; (d) language and communication needs of consumers and staff; and (e) business strategies attracting consumers from diverse cultures.

USING THE RESULTS

This Organizational Assessment will help an organization evaluate where it ranks within a "spectrum of cultural competence." However, it is important that the assessment team completing this Organizational Assessment not view it as a quiz with a set of perfect answers. It is, rather, an opportunity to consider candidly the extent to which the behavioral health organization is meeting the needs of diverse populations, both patients and those in the work force. The findings will, in themselves, suggest actions an organization may take to improve its cultural competence. The results of this internal review will help the behavioral health organization gain a broad perspective of its policies, programs and procedures relevant to ethnic and cultural concerns. Please refer to the accompanying scoring guide (Appendix X) for data analysis and interpretation.

ARIZONA DEPARTMENT OF HEALTH SERVICES - DIVISION OF BEHAVIORAL HEALTH CULTURAL COMPETENCE ORGANIZATIONAL ASSESSMENT PROTOCOL

PART 1: ETHNIC/CULTURAL CHARACTERISTICS OF YOUR ORGANIZATION

This section profiles the ethnic and cultural characteristics of your board, staff and consumers/members served. It contains general questions on the characteristics of your staff and the behavioral health organization. Questions relate to two broad areas: staff profiles and organizational recognition of diversity needs.

PART 1A: ORGANIZATIONAL BOARD, STAFF AND CONSUMER PROFILES (*Note: Your behavioral health organization may create additional ethnic/cultural categories, we have one "other" category that can be expanded*)

1. Ethnic and Cultural Characteristics – For each of the ethnicity groups listed below, please provide percentages to complete the following table., actual or estimated, and indicate whether your response is based upon Ethnic and Cultural Characteristics – For each of the ethnic/cultural groups, please provide <u>actual</u> percentages, estimates or ranges. Base all responses on the past fiscal or calendar year. Please indicate whether (1) fiscal year: from _____ to _____, or (2) calendar year: from _____ to _____.

	Board Members	Administration, Management, Support	Clinical & Other Direct Service	Organization/ Support Staff Consumers Served
Black orAfrican-American				
American Indian/ Alaska Native				
Asian				
White /European- American				
Hispanic/Latino				
Native Hawaiian /Other Pacific Islander				
Other *(specify)*				
Two or More Races				
Total 100%				

2. Does the organization conduct periodic assessments of community and/or consumer needs at least every 5 years?

☐ Yes
☐ No

3.To what degree does your executive committee/ board members reflect the ethnic/cultural characteristics of your consumers?

1	2	3	4	5
not at all		**somewhat**		**almost a perfect match**

4. Has the administration identified ethnic/cultural competence as an organizational concern?

☐ Yes
☐ No

5. In what ways has the administration identified ethnic/cultural competence as an organizational concern?

_____

_____

6. Has the board/administration adopted a mission or goals statement that explicitly incorporates a commitment to cultural diversity?

☐ Yes
☐ No

7. To what degree does this statement reflect the current issues and concerns of the organization?

1	2	3	4	5
not at all		**somewhat**		**completely**

What year was this done? Please attach the mission statement.

Year_____

_____

PART 1B: ORGANIZATIONAL RECOGNITION OF CULTURAL DIVERSITY NEEDS AND ISSUES

8. What are the major organizational characteristics that inhibit ethnic and cultural understanding among staff, consumers, and providers? Attach extra sheets if necessary.

	Administration/Support Staff	Consumers	Providers – Therapists, Case Managers
Geographical Location			
Oral Communication			
Written Communication			
For example:	*Facilities are spread across broad geography*	*Communication difficulties for non-English speaking consumers*	*Signage and communication problems*

9. . Overall, to what degree does the behavioral health organization accommodate needs and preferences of ethnic and cultural staff?

1	2	3	4	5
not at all		**somewhat**		**completely**

10. An organization needs to identify ways to increase cultural competence. Below are potential initiatives and areas in which organizations can address diversity. To what extent has your organization identified these and other areas? Please use the following scale in responding.

1	2	3	4	5
not at all		**somewhat**		**great extent**

(a) Establish measures for attracting and retaining culturally diverse staff.   _____

(b) Design culturally and linguistically appropriate interventions to improve outcomes related to behavioral health, recovery treatment, engagement in treatment, etc.   _____

(c) Cultural awareness/participation is a component of program and material development. e.g., health education, marketing _____

(d) Solicit advice from consumers (e.g. through focus groups), advisory council, or surveys board to reflect the organization's ethnic membership in developing of programs, models, guidelines, and training materials. _____

(e) The organization has a strategic plan for long-term commitment to achieving and maintaining cultural competence. _____

(f) The organization includes health disparities, "population-specific differences in disease, health outcomes, or access to health care," as a component of its managing behavioral health and recovery initiatives. _____

(g) The organization prepared an annual report regarding its accomplishments of its strategic plan of achieving cultural competence or publication of organization's efforts to provide culturally and linguistically appropriate services. _____

(h) Offering complementary or alternative healing practices to consumers-in the following areas:
- ☐ Acupuncture
- ☐ Herbal therapies
- ☐ Homeopathy
- ☐ Observe traditional ceremonies
- ☐ Stress management
- ☐ Bio feedback

(i) Other (please specify) _____

PART 2: BEHAVIORAL HEALTH ORGANIZATIONAL APPROACHES TO ACCOMODATING DIVERSITY NEEDS AND ATTRIBUTES

This section contains questions on how your organization addresses diversity needs. Questions relate to diversity training and human resource programs.

PART 2A: CULTURAL COMPETENCE AND DIVERSITY TRAINING

11. Do the **providers** for your behavioral health recipients receive education in:

(If the answer is yes, please rate on a scale of 1-5 the effectiveness of this program or action in meeting staff diversity needs.)

(a) Cultural beliefs, values, and behaviors ☐ **Yes** ☐ **No**

1 **not at all**	**2**	**3** **somewhat** **effective**	**4**	**5** **extremely** **effective**

(b) Adherence to treatment regimens (e.g. keeping appointments) ☐ **Yes** ☐ **No**

| **1**
not at all | **2** | **3**
somewhat
effective | **4** | **5**
extremely
effective |

(c) Integration with consumer-preference for alternative therapies ☐ **Yes** ☐ **No**

| **1**
not at all | **2** | **3**
somewhat
effective | **4** | **5**
extremely
effective |

(d) Gender roles (including sexual orientation) ☐ **Yes** ☐ **No**

| **1**
not at all | **2** | **3**
somewhat
effective | **4** | **5**
extremely
effective |

(e) Definitions and discussions of relevant concepts, diversity, culture, race, ethnicity ☐ **Yes** ☐ **No**

| **1**
not at all | **2** | **3**
somewhat
effective | **4** | **5**
extremely
effective |

(f) Laws and regulations against discrimination ☐ **Yes** ☐ **No**

| **1**
not at all | **2** | **3**
somewhat
effective | **4** | **5**
extremely
effective |

(g) Organizational policies, plan, protocols regarding culturally and linguistically appropriate services ☐ **Yes** ☐ **No**

| **1**
not at all | **2** | **3**
somewhat
effective | **4** | **5**
extremely
effective |

(h) Health disparities ☐ **Yes** ☐ **No**

| **1**
not at all | **2** | **3**
somewhat
effective | **4** | **5**
extremely
effective |

(i) Treatment and medication response ☐ **Yes** ☐ **No**

1	2	3	4	5
not at all		**somewhat effective**		**extremely effective**

(j) Other (please specify)

_____

12. Does the organization's **administrative staff** receive education regarding ethnic/cultural diversity? *(If the answer is yes, please rate on a scale of 1-5 the effectiveness of this program or action in meeting staff diversity needs.)*

(a) Cultural beliefs, values and behaviors ☐ **Yes** ☐ **No**

1	2	3	4	5
not at all		**somewhat effective**		**extremely effective**

(b) Adherence to treatment regimens (e.g. keeping appointments) ☐ **Yes** ☐ **No**

1	2	3	4	5
not at all		**somewhat effective**		**extremely effective**

(c) Integration with consumer-preference for alternative therapies ☐ **Yes** ☐ **No**

1	2	3	4	5
not at all		**somewhat effective**		**extremely effective**

(d) Gender roles (including sexual orientation) ☐ **Yes** ☐ **No**

1	2	3	4	5
not at all		**somewhat effective**		**extremely effective**

(e) Definitions and discussions of relevant concepts
(diversity, culture, race ethnicity)　□ **Yes**　□ **No**

1	2	3	4	5
not at all		**somewhat effective**		**extremely effective**

(f) Laws and regulations against discrimination □ **Yes**　□ **No**

1	2	3	4	5
not at all		**somewhat effective**		**extremely effective**

(g) Organizational policies, plan, and protocols regarding culturally and linguistically
appropriate services □ **Yes**　□ **No**

1	2	3	4	5
not at all		**somewhat effective**		**extremely effective**

(h) Health disparities □ **Yes**　□ **No**

1	2	3	4	5
not at all		**somewhat effective**		**extremely effective**

(i) Treatment and medication response □ **Yes**　□ **No**

1	2	3	4	5
not at all		**somewhat effective**		**extremely effective**

(j) Other (please specify) □ **Yes**　□ **No**

_____

13. What are the methods used to educate **providers** and **administrative staff**?

Providers

	Yes/No	Was an Evaluation Tool Used?
Orientation		
Provider Handbooks		
Formal CC Training		
Modules for Provider/Patient Communication		
Workshops on Specific CC Issues		
Internet-Based Training		
Added as a Component of Current Provider Education Programs		
Monographs		
Videos		
Provider Newsletter Articles		
Other		

Administrative/Staff

	Yes/No	Was an Evaluation Tool Used?
Orientation		
Provider Handbooks		
Formal CC Training		
Modules for Provider/Patient Communication		
Workshops on Specific CC Issues		
Internet-Based Training		
Added as a Component of Current Provider Education Programs		
Monographs		
Videos		
Provider Newsletter Articles		
Other		

14. Is the training mandatory or voluntary? Please check appropriate box.

	Mandatory	**Voluntary**	**If Voluntary, what is Compliance rate (percent)**
All providers/staff			
All but M.D.'s & Ph.D.'s			
Administration Management			
Administration Support Staff			
Volunteers, per diem, part time, interns			
Other (*please specify*) _____ _____			

15. What benefits to providing cultural competency or diversity training for your staff has your organization experienced?

_____

_____

PART 2B: HUMAN RESOURCE PROGRAMS

16. What challenges to providing cultural competency or diversity training for your staff has your organization experienced?

_____

_____

17. To what degree are there strategies in place to recruit/retain a culturally diverse *management/administration*?

1	2	3	4	5
not at all		somewhat		high

18 To what degree are there strategies in place to recruit/retain a culturally diverse non-clinical staff with consumer contact?

1	2	3	4	5
not at all		somewhat		high

19 What are these strategies?

	Management/Administration	Non-Clinical staff with consumer contact
Strategy #1		
Strategy #2		
Strategy #3		
For example:	*Minority search firm*	*Mentoring*

20 To what degree are there strategies in place to recruit/retain culturally diverse clinical staff?

1	**2**	**3**	**4**	**5**
not at all		**somewhat**		**high**

21 To what degree are culturally diverse staff with special skills (bilingual and/or American Sign Language) compensated for their additional skills?

1	**2**	**3**	**4**	**5**
not at all		**somewhat**		**high**

22. Does your organization have the following programs?

    (a) Career development activities   ☐ **Yes**   ☐ **No**

    (b) Skills   ☐ **Yes**   ☐ **No**

    (c) Management/Leadership development   ☐ **Yes**   ☐ **No**

    (d) Development opportunities for Inclusion of para-professionals ☐ **Yes**   ☐ **No**

    (e) Inclusion of community liaisons

        (Peer Support, Advocacy Groups, etc)   ☐ **Yes**   ☐ **No**

    (f) Other (please specify)   ☐ **Yes**   ☐ **No**

_____

    If yes to any of the above (Q21), for which staff? _____

_____

23 Do you have the following activities available?

    (a) Mentoring   ☐ **Yes**   ☐ **No**

    (b) Tuition reimbursement/assistance   ☐ **Yes**   ☐ **No**

    (c) Personal counseling/employee assistance programs ☐ **Yes**   ☐ **No**

    (d) Employee Wellness Programs

    (e) Other (please specify)   ☐ **Yes**   ☐ **No**

_____

_____

24. . If yes to any of the above (Q21), how effective are those programs identified in Q21 in contributing to organizational goals for ethnic/cultural (i.e. non-white) staff, and to what extent do they participate?

	1 not at all	2	3 somewhat effective	4	5 completely effective
	Effectiveness		**% Total Staff Participation**		**Of that total Percentage, what % of (non-white) Staff Participates**
Mentoring					
Tuition Reimbursement					
Personal Counseling					
Employee Assistance					
Other (please specify) _____ _____					

25. With regard to ethnic/cultural minority (i.e. non-white) staff at your organization, what trends have you observed in the past two years?

	increasing	the same	decreasing	unknown
(a) Discrimination or grievances are:	☐	☐	☐	☐
(b) Retention of ethnic/cultural minority staff is:	☐	☐	☐	☐
(c) Promotions of ethnic/cultural minority staff are	☐	☐	☐	☐
(d) Turnover of ethnic/cultural minority staff is:	☐	☐	☐	☐

26. Are there human resource policies and procedures in place to address concerns or complaints concerning unfair treatment in the area of-racial and ethnic-cultural issues?

☐ **Yes**

☐ **No**

27. What are these human resource policies and procedures, and how effective (*by qualitative or quantitative measures*) are they?

1	2	3	4	5
not at all		**somewhat effective**		**extremely effective**

Please attach policies and procedures if more space is required.

	Description	**Effectiveness**
Policy and procedure #1		
Policy and procedure #2		
Policy and procedure #3		

28. Has the organization developed a special position or office function to address ethnic/cultural diversity; for instance an O*ffice of Diversity*?

☐ **Yes**

☐ **No**

If yes, Provide a list of principal duties or attach the department overview.

(a) _____ (b) _____ (c) _____

29. Please identify (a) where the responsibilities (to address ethnic/cultural diversity) reside; and (b) the position title.

(a) _____

(b) _____

30. Are there marketing initiatives and recruitment strategies to identify, select and retain minority staff involved with consumer contact (*e.g. consumer services, clinical services*)?

☐ **Yes**

☐ **No**

31. What are these marketing initiatives? Provide examples. *(For instance, are there specific goals to recruit multi-lingual speaking staff to strengthen the ability to reach additional consumers who speak another language? How about reaching other populations?)*

_____

_____

_____

32. Is there specific financial support for cultural diversity activities or programs?

☐ **Yes**

☐ **No**

33. This question is in three parts. Please provide responses in the table below.

   (a) How much money has been allocated to the following key areas of cultural diversity activities or programs? Please provide dollar estimates in column titled, *'Allocation'*.
   (b) How beneficial have these programs been in achieving related objectives? In column titled, *'Benefits',* please indicate whether they have been.

1	**2**	**3**	**4**	**5**
not beneficial		**somewhat beneficial**		**extremely** beneficial

☐ Don't Know

Please base your responses on past fiscal or calendar year.

	Allocation	Benefits
Staff		
Staff/Provider Training		
Materials/Resources		
Community Based Outreach (Clinical Programs)		
Community Education Programs		
Other (please specify) _____ _____		

34. If the allocation has changed over the past fiscal or calendar year, by what percentage has it changed? Indicate whether change has been positive (+) or negative (-).

	Change in Allocation
Staff	
Staff Training	
Materials/Resources	
Community Based Outreach (Clinical Programs)	
Community Education Programs	
Other (please specify) _____ _____	

PART 3: BEHAVIORAL HEALTH ORGANIZATION'S LINKS TO CONSUMERS

Questions in this section are dedicated to organization's links to the consumers served as well as ethnic staff diversity initiatives. This section is divided into five parts: **(a)** Behavioral health organizational links to diverse communities; **(b)** organizational adaptation to diversity; **(c)** database systems and data development; **(d)** language and communication needs of consumers and staff; and **(e)** business strategies attracting consumers from diverse cultures.

PART 3A: ORGANIZATIONAL LINKS TO DIVERSE COMMUNITIES

Questions in this section address your organization's relationships with the culturally diverse communities of your consumers and their effectiveness.

35. This question is in three parts; use table below: (PROVIDE EXAMPLES FOR EACH TABLE)

(a) Identify culturally diverse service links/relationships- please name up to four (4) diverse groups/organizations with which your behavioral health organization has substantial relationships or links in the table below. If more than four, please attach pages.

(b) What are the culturally diverse service relationship or linkage activities? *(Please describe activities in the space provided, or attach additional pages if necessary)*

(c) How effective are these relationships or linkages in contributing to organizational cultural competence goals of your organization? *(Please use the scale below)*

1	**2**	**3**	**4**	**5**
not at all		**somewhat effective**		**extremely**

(d) Please identify Culturally Diverse **Community Resource/Advocacy Groups** with which your organization has relationships or links.

	Activities	**Effectiveness**
1		
2		
3		
4		

(e) Please identify Culturally Diverse **Local/State Provider Authorities** with which your organization has relationships or links.

	Activities	**Effectiveness**
1		
2		
3		
4		

(f) Please identify Culturally Diverse **Ethnic, Cultural, Spanish and/or other Language Newspapers or Publications** with which your organization has relationships or links.

	Activities	**Value**
1		
2		
3		

4		

(g)Please identify **Faith Based Organizations/Groups and Natural/Holistic Healers** with which your organization has relationships or links.

	Activities	Effectiveness
1		
2		
3		
4		

(h)Please identify Culturally Diverse **Educational Institutions/ Schools** with which your organization has relationships or links.

	Activities	Effectiveness
1		
2		
3		
4		

(i)Please identify Culturally Diverse and/or Minority **Business Groups** with which your organization has relationships or links.

	Activities	Effectiveness
1		
2		
3		
4		

(j)Please identify Culturally Diverse **Community Advisory Groups/Committees/Coalitions** with which your organization has relationships or links.

	Activities	Effectiveness
1		
2		

3		
4		

36. How closely does your organization collaborate with these external resources in accomplishing diversity objectives for each of the aforementioned organization or groups?

1	**2**	**3**	**4**	**5**
not much Collaboration		**somewhat Collaboration**		**a lot of Collaboration**

	Degree of Collaboration*
Culturally Diverse Community Resource/Advocacy Groups	
Culturally Diverse Local/State Provider Authorities	
Culturally Diverse and/or Ethnic/Cultural, Spanish or other Language Newspapers or Publications	
Faith Based Organizations/Groups and & Natural/Holistic Healers	
Culturally Diverse Educational Institutions/ Schools	
Culturally Diverse and/or Business Groups	
Culturally Diverse Community Advisory Groups/Committees/Coalitions	

* Please use the 1 –5 scale

37. Does your organization:

(a) Have a staff member or department assigned to cultural competence and diversity initiatives

☐ **Yes**   ☐ **No**

If yes, how long have you had this activity? _____ (*in years*)
If no, do you have plans to undertake this activity?   ☐ **Yes**   ☐ **No**

(b) Involve community partners representing culturally diverse areas in planning/evaluating organization functions?   ☐ **Yes**   ☐ **No**

If yes, how long have you had this activity? _____ (*in years*)
If no, do you have plans to undertake this activity?   ☐ **Yes**   ☐ **No**

(c) Encourage staff to participate in meetings of culturally diverse communities?

                                                                             ☐ **Yes**   ☐ **No**
If yes, how long have you had this activity? _____ (*in years*)
If no, do you have plans to undertake this activity?   ☐ **Yes**   ☐ **No**

(d) Select consumer advocates for their ethnic/cultural diversity?   ☐ **Yes**   ☐ **No**
If yes, how long have you had this activity? _____ (*in years*)
If no, do you have plans to undertake this activity?   ☐ **Yes**   ☐ **No**

(e) Offer Community Based educational programs and/or trainings that target health beliefs/needs of
specific ethnic/culturally diverse populations?   ☐ **Yes**   ☐ **No**
If yes, how long have you had this activity? _____ (*in years*)
If no, do you have plans to undertake this activity?   ☐ **Yes**   ☐ **No**

(f) Establish or contribute to community support groups/organizations/events for ethnic/ culturally
diverse populations e?   ☐ **Yes**   ☐ **No**
If yes, how long have you had this activity? _____ (*in years*)
If no, do you have plans to undertake this activity?   ☐ **Yes**   ☐ **No**

(g) Other (please specify) _____   ☐ **Yes**   ☐ **No**
If yes, how long have you had this activity? _____ (*in years*)
If no, do you have plans to undertake this activity?   ☐ **Yes**   ☐ **No**

38. Please list culturally diverse groups/organizations/businesses your organization has collaborated
with to provide health promotion services about mental health or substance abuse to their communities?

39. How long has your organization collaborated with each culturally diverse group/organization
respectively? _____ (*in years*)

40. Do you have plans to undertake this activity?

☐ **Yes**
☐ **No**

41. Does your organization explicitly seek contract arrangements with ethnic/culturally diverse vendors/purchasers/groups/organizations in your community?

☐ **Yes**
☐ **No**

If yes, please give examples.

_____

_____

43. How long has your organization had this initiative or program? _____ (in years)

44. Do you have plans to undertake this activity?

☐ **Yes**
☐ **No**

PART 3B: ORGANIZATIONAL ADAPTATION TO DIVERSITY

45. How does your organization determine the cultural characteristics of its consumers?
_____

46. Do you have a database or information system to collect data on the ethnic/cultural characteristics of behavioral health recipients?

☐ **Yes**
☐ **No**

47. Is the database or information system used to identify the specific cultural needs of the ethnic/cultural consumers/members in the following areas?

(a) Interpreter Services	☐ **Yes**	☐ **No**
(b) Preferred language for written materials	☐ **Yes**	☐ **No**
(c) Primary spoken language	☐ **Yes**	☐ **No**
(d) Inclusion of extended family in treatment	☐ **Yes**	☐ **No**
(e) Inclusion of spiritual or culturally appropriate beliefs and practices in treatment	☐ **Yes**	☐ **No**
(f) Inclusion of gender-based beliefs and practices in treatment	☐ **Yes**	☐ **No**
(g) Other (please specify)	☐ **Yes**	☐ **No**

48. . Can the consumer demographic information from the database or information you just described above (race/ethnicity/language) be linked to other data collected in your organization, such as (consumer satisfaction, grievances, dis-enrollment?)

☐ **Yes**
☐ **No**

49. How often do you survey consumers?
Organization does not survey consumers ☐
Weekly ☐
Monthly ☐
Quarterly ☐
Annually ☐

50. Does your consumer satisfaction survey ask questions that assess satisfaction of services in the area of cultural diversity of the consumer/member (*e.g. language preferences, healing beliefs, family education, extended family support, and use of other natural indigenous supports*)?

☐ **Yes**
☐ **No**

51. How many questions addressing these areas of cultural diversity are on the consumer satisfaction survey? ____-___
(**please attach copy of survey**)

52. Does your consumer satisfaction survey collect information about:
(a) Preferred location(s) of service delivery ☐ **Yes** ☐ **No**
(b) Hours that accommodate consumer needs☐ **Yes** ☐ **No**

53. Is the consumer satisfaction survey available in languages other than English?

☐ **Yes**
☐ **No**

54. If yes to Q50 above, in what languages is the consumer satisfaction survey available?

1. _____   2. _____   3. _____

4. _____   5. _____   6. _____

55. In addressing the ethnic/cultural needs of consumers/members throughout the continuum of their care; state which of the following does your organization provide. Place either a "Y" for yes or "N" for no in the table below. Also please state your opinion on how effective the following are in contributing to your organization's ethnic/cultural goals. Use the scale below when "1" is not at all and "5" is extremely effective.

1	2	3	4	5
not at all		somewhat effective		extremely effective

Use table for response.

	Yes/No	If yes, how well do they work?
A. Consumer services assistance or other method to assist consumers with LEP (Limited English proficiency) in securing appointments		
B. Protocols for addressing ethnic/cultural interpreting needs		
C. Distribute or make available to contracted providers signage that advises patients how to access language/cultural assistance		
D. Accommodations for providing care to patients whose cultural beliefs restrict the type of provider (e.g. male/female)		
E. Availability of consultants who are able to incorporate cultural values into care (e.g., religious or spiritual beliefs)		
F. Assistance for ethnic/culturally diverse populations in discharge planning		
G. Other (please specify) _____ _____		

56. If you answered "yes" to Q50C in the above table, in what languages are the signs available?

1. _____   2. _____   3. _____

4. _____   5. _____   6. _____

PART 3C: DATABASE SYSTEMS AND DATA DEVELOPMENT

57. Does your organization maintain a computerized database documenting the interpreter services available through your staff? Database refers either to management information system (MIS) or human resources information system (HRIS)

        (a) Interpreter Staff   ☐ **Yes** ☐ **No**

        (b) Other Staff   ☐ **Yes** ☐ **No**

58. Does your database maintain information about how many interpreters or multi-lingual staff are available for specific languages, and where they are located?

        (a) Interpreter Staff   ☐ **Yes** ☐ **No**

        (b) Multi-lingual Staff   ☐ **Yes** ☐ **No**

59. Does your database or information system include the characteristics of culturally diverse ⁄ staff; such as rate of turnover, promotions, staff tenure, performance appraisals, training, and absenteeism?

     Check yes if one or more of the above apply.

☐ **Yes**

☐ **No**

60.. Has the database analyzed by rate of turn over, promotions, staff turnover, performance appraisal ratings, and training? Check yes if one or more of the above apply.

☐ **Yes**

☐ **No**

61. How effective is the analyses of the data in assisting you to reach the organization's cultural goals? Describe the type of analyses that your organization applies to the data, from the following. Give your opinion on how effective they are in contributing to organizational ethnic/cultural goals.

1	**2**	**3**	**4**	**5**
not at all		**somewhat effective**		**extremely effective**

Use table for response.

	Yes/No	If yes, how well does this appear to work?
A. Monitor Board of Directors cultural diversity .		
B. Monitor the number of senior and mid-level managers– decision makers – who are culturally & linguistically appropriate		
C. Develop recruitment strategies to address any areas where the organization's cultural diversity is not meeting goals.draw culturally & linguistically competent staff to the organization		
D. Partner with the training system to grow, recruit and retain culturally & linguistically competent staff –Does your organization have staff training in place on cultural competence?		
E. Examine how job appraisals observe culturally competent work in action across all levels of administrative and direct service delivery Do the staff job appraisals rate address culturally competent work practices?		
F. Staff training in assistance for ethnic/cultural populations in treatment planning		
G. Other (please specify) _____ _____		

62. Identify initiatives, programs or policies developed based on such analyses.

_____

_____

PART 3D: LANGUAGE AND COMMUNICATION NEEDS OF CONSUMERS AND STAFF

63. Does your organization have written policies that relate to the provision of interpreter services?

☐ **Yes** please describe or attach these policy statements. _____ _____

_____

☐ **No**

64. Does your organization set and monitor targets or threshold levels for which interpreter services are systematically made available to your consumers?

☐ **Yes** ☐ **No**

65. What percentage or number of consumers who speak a language other than English is used as the minimum threshold for provision of interpreter services in that language?

%   _____

Number   _____

No minimum _____

66. How does your organization identify consumers needing interpretation and translation? *(check all that apply)*

☐ Identification by enrollment application

☐ Identification by surveys

☐ Identification by clinician

☐ Self-identification

☐ Other (please specify) _____

67.. What languages, other than English, are the principal languages of your consumers/members ? What percentage of staff speak that language?

Language	% Of Consumers	% Of Staff

68. Are all of the facilities that are part of your organization required to provide interpreter services if needed?

☐ **Yes** ☐ **No**

69. If Q 61 is Yes, at which of the following key entry points or contact points does your organization provide interpreter service in languages spoken by your consumers? *(check all that apply)*

- ☐ Consumer services
- ☐ Advice line
- ☐ Information desk/operator
- ☐ Walk in clinic services
- ☐ Pharmacy services
- ☐ Through a Consumer Services telephone assistance line
- ☐ In contracted provider offices (through AT&T or other provisions)
- ☐ In contracted facilities, per protocols established by their contract with your organization
- ☐ Phone services for handling after-hours emergency calls
- ☐ Other (please specify) _____

70. How are consumers informed about interpreter services? *(check all that apply)*

- ☐ Translated inserts in general organization documents
- ☐ Translated-recorded messages on customer service telephone lines
- ☐ Translated signage at key points of contact throughout the organization
- ☐ Consumer newsletter
- ☐ Other (please specify) _____

71. What interpreter services are available? *(check all that apply)*

- ☐ Face-to-face
- ☐ Phone-based
- ☐ Internal
- ☐ Contracted
- ☐ Other (please specify)_____

72. Do you track or document the utilization of interpreter services?

☐ **Yes** ☐ **No**

If yes, please specify:_____

STAFF ISSUES

73. Does your organization have a policy for recruiting bilingual staff?

☐ **Yes**

☐ **No**

74. Are interpreters trained in cross-cultural medical language?

☐ **Yes**

☐ **No**

75. Are the interpreters trained? *(Check all that apply)*

☐ In-house training

☐ Outside contractors

76.. Which of the following characteristics apply to language interpreters used by your organization? ☐ Certified in healthcare interpretation

☐ Trained in healthcare interpretation

☐ Trained in ethics of healthcare interpretation

☐ Trained in sequential or consecutive interpreting

☐ Demonstrates knowledge of specialized terms or concepts in both languages

☐ Trained in interpreting for LEP consumers

77. Is the training evaluated with pre and post skills testing?

☐ **Yes**

☐ **No**

78. Are interpreters and other staff trained to understand and respond to ethnic or cultural traditions (*e.g. religious rituals, involvement of family, use of alternative healers, etc.*)?

☐ **Yes**

☐ **No**

79. How does your organization assess the quality of these services?

_____

_____

80. Are interpreters who are employed by or contracted with the organization required to have proficiency testing for healthcare translations?

☐ **Yes**
☐ **No**

81. Are clinical and non-clinical (bilingual staff) given any training on communicating with ethnic/cultural minority consumers/members?

☐ **Yes**
☐ **No**

82. Are interpreters and staff who are proficient in cultural and linguistically appropriate service delivery provided a pay differential?

☐ **Yes**
☐ **No**

EDUCATIONAL

83. Does the organization have policies in place to make available written materials in languages other than English?
    Please attach a copy of the policy and procedure related to this.

   Which of the following characteristics pertain to written materials available to consumers:
   (check all that apply)

☐ Graphics and depictions reflect the racial and ethnic diversity of the populations served
☐ Graphics and depictions reflect other forms of diversity reflected in the populations served (age, gender, functional ability)
☐ Graphics and depictions are free from generalizations and stereotypes based on race, ethnicity, gender, age, religion, sexual orientation, income and disability.
☐ Content is geared to persons of varying reading levels
☐ Readability testing is performed on written materials to ensure that the content is geared to average reading level of the target audience
☐ Comprehension testing is performed on written materials for LEP (Limited English proficiency) consumers

84.. How does your organization acquire translated materials? *(check all that apply)*

☐ Translated by staff

☐ Translations by person hired by contract

☐ Translations purchased from professional translator

☐ Translated material secured from another behavioral health organization

☐ Translated material secured from other (non-behavioral health) agency or organization

☐ Other (please specify) _____

85. What materials are translated into other languages? *(check all that apply)*

For Consumers:

☐ Consumer Handbook

☐ Consumer rights and responsibilities

☐ Consumer satisfaction survey

☐ Marketing/Advertisements

☐ Billing information

☐ Grievances and Appeal procedures

☐ Consumer education materials (provider directories, newsletters, etc.)

☐ Other commonly used forms, such as releases of information, consent to video/audio tape, etc.

For Staff:

☐ Employee handbook

☐ Employee newsletters

☐ Employment application

86. Does your behavioral health organization provide interpreter services for: *(check all that apply)*

☐ Hearing impaired consumers

☐ Physically challenged

☐ Mental Illness?

PART 3E: BUSINESS STRATEGIES ATTRACTING CONSUMERS FROM DIVERSE CULTURES

87. Is the organization undertaking special initiatives to target consumers and expand services to cultural **and/or ethnica**lly diverse ethnic/cultural-populations in the following areas:

  (a) **Marketing:**
    (a1) Advertising, (e.g. newspapers, community fliers, churches, etc.)? ☐ **Yes**   ☐ **No**
      If yes, how long have you had this initiative?   _____ (*in years*)
      If no, do you have plans to undertake such an initiative?   ☐ **Yes**   ☐ **No**

    (a2) Recruitment drives in ethnic/cultural neighborhoods?   ☐ **Yes**   ☐ **No**
      If yes, how long have you had this initiative?   _____ (*in years*)
      If no, do you have plans to undertake such an initiative?   ☐ **Yes**   ☐ **No**

    (a3) Meetings with ethnic/culturally diverse community organizations? ☐ **Yes**   ☐ **No**
      If yes, how long have you had this initiative?   _____ (*in years*)
      If no, do you have plans to undertake such an initiative?   ☐ **Yes**   ☐ **No**

    (a4) Meetings with ethnic/culturally diverse business groups, (excluding
       open enrollment)?   ☐ **Yes**   ☐ **No**
  If yes, how long have you had this initiative?   _____ (*in years*)
      If no, do you have plans to undertake such an initiative?   ☐ **Yes**   ☐ **No**

    (a5) Other (please specify) _____   ☐ **Yes**   ☐ **No**
      If yes, how long have you had this initiative?   _____ (*in years*)
      If no, do you have plans to undertake such an initiative?   ☐ **Yes**   ☐ **No**

  (b) **Services:**
    (b1) Developing services in ethnic/culturally diverse communities?   ☐ **Yes**   ☐ **No**
      If yes, how long have you had this initiative?   _____ (*in years*)
      If no, do you have plans to undertake such an initiative?   ☐ **Yes**   ☐ **No**

    (b2) Expanding services in ethnic/culturally diverse communities?   ☐ **Yes**   ☐ **No**
      If yes, how long have you had this initiative?   _____ (*in years*)
      If no, do you have plans to undertake such an initiative?   ☐ **Yes**   ☐ **No**

(b3) Developing programs in culturally diverse communities, such as substance abuse education in Hispanic communities? ☐ **Yes** ☐ **No**
    If yes, how long have you had this initiative? _____ (*in years*)
    If no, do you have plans to undertake such an initiative? ☐ **Yes** ☐ **No**

(b4) Monitor outcomes regarding ethnic/cultural minorities ☐ **Yes** ☐ **No**
    If yes, how long have you had this initiative? _____ (*in years*)
    If no, do you have plans to undertake such an initiative? ☐ **Yes** ☐ **No**

(b5) Other (*please specify*) _____ ☐ **Yes** ☐ **No**

    If yes, how long have you had this initiative? _____ (*in years*)
    If no, do you have plans to undertake such an initiative? ☐ **Yes** ☐ **No**

88. Does the organization have written policies for reviewing and assessing culturally diverse ethnic/cultural consumer needs?

☐ **Yes**
☐ **No**

89. Please describe or attach these policies and procedures for reviewing and assessing ethnic/culturally diverse consumer needs; *e.g. consumer satisfaction survey, cross-organizational team.*

    _____
    _____

90. Do these policies and procedures address all of your ethnic/cultural consumer groups that are represented in your community?

☐ **Yes**
☐ **No**

91. What groups are omitted?

    1. _____   2. _____   3. _____

    4. _____   5. _____   6. _____

92. What groups are included?

1. _____   2. _____   3. _____

4. _____   5. _____   6. _____

93. How does your organization incorporate ethnic/cultural minority consumer issues into Quality Improvement efforts?

_____

_____

_____

BEHAVIORAL HEALTH CARE GROUP

94. **Behavioral Health Groups:** *(check all that apply)*

☐ Scheduled days and hours of operation other than usual 8-5 range

☐ Culturally friendly physical environment with interior design, pictures, posters, and artwork of diverse populations engaged in meaningful activity throughout the facility.

☐ Facilities specifically intended to accommodate groups of diverse religious faiths

☐ Signage and directions translated and available in the predominate languages of the service populations

☐ Signage in Braille at critical points of service for the blind

☐ Print materials prepared in larger fonts for older and visually impaired audiences

☐ Use-of language identification cards are used to identify the language spoken by consumers

☐ Facilities are accessible to persons with disabilities

☐ Services for the hearing impaired, including phones

☐ None of the above

95. Do you have employed interpreters?   ☐ **Yes**   ☐ **No**
If yes, please provide the best estimate of how many employed interpreters are available
to provide language assistance to consumers: _____

96. Does your organization have a formal plan for measuring and improving the quality of culturally and linguistically appropriate services provided to consumers?

☐ **Yes**   ☐ **No**

97. Which of the following activities are employed to monitor and improve the quality of culturally and linguistically appropriate services? *(check all that apply)*

- ☐ Collection, review and analysis of quality outcomes data
- ☐ Consumer satisfaction surveys
- ☐ Reviews of dis-enrollment
- ☐ Grievance and complaint tracking
- ☐ Chart reviews and assessments
- ☐ Consumer focus groups
- ☐ Other_____

98. In which of the following ways are data from various studies and surveys used? *(check all that apply)*

- ☐ Identify and address health care differences in race, ethnicity, gender, and other demographic variables
- ☐ Set benchmarks, targets or goals
- ☐ Set priorities for health education and health promotion programs
- ☐ Other _____

OPTIONAL SUPPLEMENTAL INTERVIEW QUESTIONS

SUGGESTED QUESTIONS FOR INTERVIEWS*

The following are questions that might be posed to individuals both within and external to the organization who are interviewed as part of the Organizational Assessment process.

The purpose of the interview is to add the dimension of personal experience to the information gleaned from the questionnaire and to identify unexplored areas. While many of these questions are covered in the questionnaire, additional insights will be obtained as the interviewees address these questions in terms of their experience and the context of their jobs.

Along with data reported in the questionnaire, these answers will help your organization assess its overall cultural competence and identify steps for action. These questions may be supplemented by others suggested by the committee. Also, interviewees may wish to discuss other aspects of diversity and/or share written materials with you.

SUGGESTED INTERVIEW QUESTIONS (select those questions which you feel add value to the information you have gathered in the Organizational Assessment Tool)

1. When you hear the term "cultural competence," what comes to mind?

2. What are the most challenging priorities of the multi-ethnic and cultural nature of the behavioral health organization?

3. What are the major organizational obstacles (policies, organizational characteristics) inhibiting ethnic and cultural understanding among staff, consumers, providers, etc.? What are the major organizational characteristics that enhance the multi-ethnic and cultural nature of the behavioral health organization?

4. As the behavioral health organization has attempted to meet the needs of ethnic and cultural diversity, what issues have arisen (need for resources, conflict, etc.)?

5. What mechanisms, if any, are in place to promote communication among different levels and departments of the behavioral health organization in regard to issues of cultural competence?

6. What has the behavioral health organization done to provide the best care for the multi-ethnic and culturally diverse consumer population (e.g. educating providers in regard to different ethnic/cultural beliefs and practices; use of specific services -- interpreters, community liaisons, etc.)?

7. In what ways have you addressed the ethnic and cultural needs of consumers as they receive care throughout the continuum (home visits, social services, etc.)?

8. What services, programs, etc. are available to staff regarding ethnic-culturally-related issues?

9. In what ways are providers trained and helped to deal with ethnic and cultural issues (e.g. trained to recognize diseases common in certain populations, mechanisms and protocols by which providers can request assistance in dealing with ethnic/culturally diverse consumer issues and needs)?

10. What relationships does the behavioral health organization have with particular community groups and how have these relationships affected the ethnic/cultural competency effort (community businesses under contract, initiatives with neighborhood health centers, etc.)?

11. What community outreach actions have been taken by the behavioral health organization (e.g. mental health or substance abuse education programs, materials and forums for various ethnic/cultural groups, community support for consumers of various ethnic/cultural backgrounds)?

12. In what ways are ethnic and cultural differences recognized throughout the organization (e.g. celebration of certain days, programs focused on specific behavioral health needs of a particular group)?

13. What, if any, ethnic/cultural professional programs are there to develop, as well as attract ethnic culturally diverse staff? Are internships targeted toward ethnic culturally diverse professionals? Mentoring programs? What are the challenges in developing and delivering these programs?

14. What government guidelines or regulations guide/influence your programs and initiatives regarding ethnic/cultural diversity and cultural competence?

15. What are the greatest strengths and the biggest concerns of the organization in regard to the delivery of care to and interactions with the multi-ethnic/cultural populations of its community?

16. What have you seen or would you like to see in terms of actual effects of ethnic/cultural initiatives on the work environment and on patient care?

17. What are your concerns about any of the ethnic/cultural activities undertaken by your organization?
_____

*(Acknowledgment is given to Deborah Dwork, Employee Relations Director, Beth Israel Deaconess Healthcare organization, Boston, MA, who developed many of the above questions for use in its self-assessment.)

Appendix I
Arizona Department of Health Services
Cultural Competency
Organizational Assessment Protocol Codebook

SPECTRUM OF COMPETENCE

Stage 0: Inaction

During this Stage, virtually no activity, organized approach or conscious intent to address cross-cultural competence exists. While CEO and management may be aware or recognize it as important, leadership or involvement in promoting related initiatives is essentially non-existent. Staff and consumers generally are left to fend for themselves.

Stage 1: Symbolic Action and Initial Organization

During Stage 1, behavioral health organizations have taken some action to recognize diversity within their staff, their consumer population and community. There is a feeling, at least among staff and some in management, that diversity is an important issue, that the organization may face problems associated with competence, and that some action must be taken to address it.

At this Stage, the behavioral health organization may have given recognition to staff, standing committees may have been instructed to address cultural diversity, and new committees may have been formed that specifically address this issue for consumers and/or staff. However, relatively little formal movement and direction would have taken place. Funding commitment may be minimal and consumer related initiatives on cross-cultural competence would tend to be ad hoc.

Stage 2: Formalized Action

A behavioral health organization at Stage 2 has consciously recognized the need to address diversity and has developed formalized efforts in cross-cultural issues. Management/administration, at least to some important extent, are involved if not actively participating or leading in these efforts. The organization has made some financial commitment.

Behavioral health organizations at this stage tend to have *internalized* much of the action and commitment on cultural diversity, for example, through workforce diversity training sessions and seminars. Some may feel that they *"have to get their own house in order"* before going beyond the management and staffing issues. Measures of progress and related processes, actions or activities may be more conceptualized in place.

Stage 3: Internal and External Cultural Diversity Initiatives

Behavioral health organizations at Stage 3 have made a commitment to staff and undertake formal diversity initiatives both within the organization (i.e. workforce and management) and for behavioral health services to diverse populations and communities. Plans have been developed and actions have been taken to advance these diversity staffing/management and consumer issues. That is, there are organized consumer and staff programs related to diversity and competency. Administration is at least cognizant and committed to diversity. These programs' efforts tend to operate distinctly from each other, however, with little coordination. Measurement of related effects is initiated but not well developed.

Stage 4: The Cultural Diversity Learning Organization

The cultural diversity learning organization has synthesized critical elements into its planning, execution and review processes. Cultural diversity becomes part of orientation and training for staff (medical and non-medical) at all levels. Diversity activities are seen as an integral part of the behavioral health organization. Diverse communities are incorporated into planning and decision making at all organizational levels, while the organization also reaches out to the community to educate, inform and to receive feedback. Process and outcome measures of diversity initiatives' effects are planned and put in place.

PROTOCOL FORMAT

There are three (3) broad parts with ten (10) subparts in the protocol. Each section has distinct features.

1) Ethnic/Cultural Characteristics of Your Organization – contains the following 2 subsections:

    Part 1A – *Board, Staff and Patient/Community Organizational Profiles……………*7 questions
    Part 1B – *Behavioral Health Organizational Reorganization of Cultural Diversity Needs and Issues*
    6 questions

2) Behavioral Health Organizational Approaches to Accommodating Diversity Needs and Attributes – contains the following 2 subsections:

    Part 2A – Cultural Competence and *Diversity Training*
…………………………………………………..6 questions
    Part 2B – *Human Resources Programs……………………………………………..*14 questions

3) Behavioral Health Organizational Links to Consumers/members– contains the following 5 subsections:

    Part 3A – *Organizational Links to Diverse Communities……………………..…..*9 questions
    Part 3B – *Organizational Adaptation to Diversity…………………………………*11 questions
    Part 3C – *Database Systems and Data Development………………………………...*6 questions
    Part 3D – *Language and Communication Needs of Consumers and Staff…………*18 questions
    Part 3E – *Business Strategies Attracting Patients from Diverse Cultures…………….*11 questions